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Using the ADAPT Toolkit to Thrive as a Leader in Transformation and Crisis

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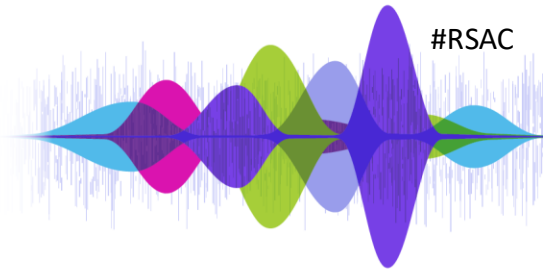

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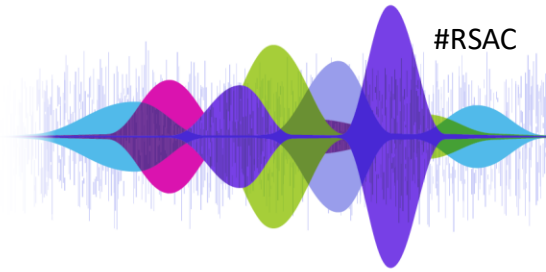
ADAPT

- **A**djust to Individual
- **D**rive Change
- **A**cknowledge Diversity
- **P**romote Inclusion
- **T**ailor Your Approach

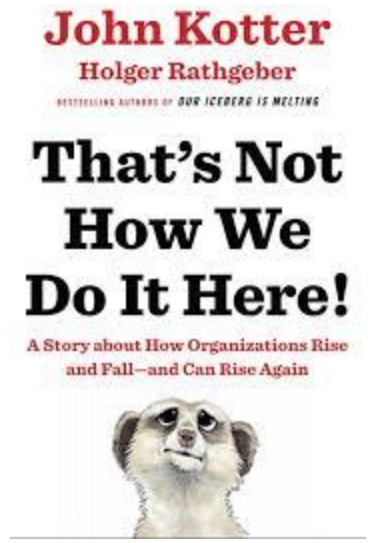
Discussion topics - Adjust to Individual



- How do the needs of a new employee just out of college differ from those of experienced employees?
- When does applying fairness and inclusion risk creating bureaucracy that undermines culture and agility?
- How should leadership balance the pursuit of diversity with performance expectations when hiring or building teams?
- When should you adjust your style to be a cheerleader or jester to boost morale?
- How should leadership styles change when dealing with crises like a data breach?

Kotter Change Steps

Implementing & sustaining for change
8. Make it stick
7. Build on the change
Engaging & enabling the organisation
6. Create quick wins
5. Empower action
4. Communicate the vision
Creating the climate for change
3. Create a vision for change
2. Form a powerful coalition
1. Create urgency



Discussion topics - Drive Change

- How can leaders build a culture that embraces transformation as the company scales from (ie) startup to enterprise?
- What strategies have you used to encourage your team to embrace change?
- Can you share an example of how the right feedback style led to a significant improvement?
- How do you handle resistance to change within your team?
- How can the principles of radical candor and transparency be applied to build a high-performance culture in your org?

Diversity Framework

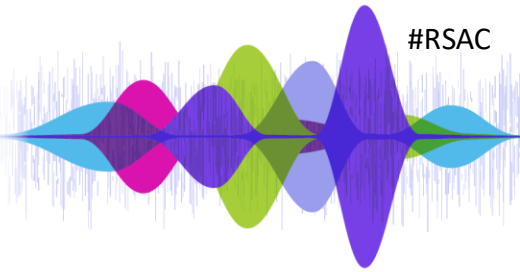
- Four Layers of Diversity (Gardenswartz and Rowe Model)
  - Personality (innate traits, work style)
  - Internal dimensions (race, gender, age, physical ability)
  - External dimensions (education, income, marital status)
  - Organizational dimensions (function, department, seniority)

Diversity

Understanding the various dimensions of diversity:

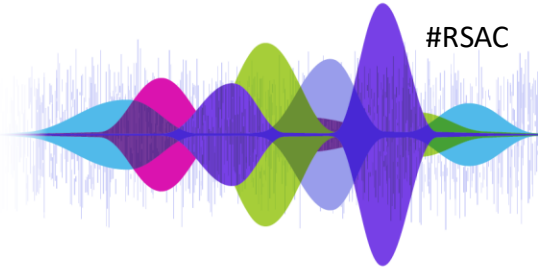
- Cognitive
- Race / Ethnicity
- Gender
- Sexual Orientation
- Physical disabilities
- Education level
- Cultural / Religion
- Age / Generational
- Socio-economic background
- Tenure
- Political

Discussion topics – Acknowledge Diversity



- What role does compliance play?
- How does diversity—across identity, experience, and thought—impact team creativity and problem solving?
- How does diversity within your team contribute to its success?
- What steps do you take to ensure all voices are heard and valued?
- Can you identify any unconscious biases that may affect your leadership decisions?

Discussion topics - Promote Inclusion



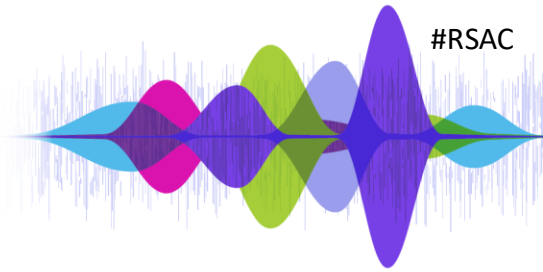
- What initiatives have you implemented to promote inclusion in your team?
- How do you ensure that team meetings are inclusive and collaborative?
- Can you share an experience where inclusive practices led to better team outcomes?
- What practices help ensure all voices are heard and participation is encouraged across different team dynamics?
- How does psychological safety influence team trust, collaboration, and performance?

Toolkit

Coach / Mentor / Leader / Manager / Informal

- **Styles:**
- Strategic / Micromanager
- Draconic / Socratic
- Transformational / Visionary
- Charismatic / Laissez-Faire (delegative) / Bureaucratic
- Transactional / Situational / Participating

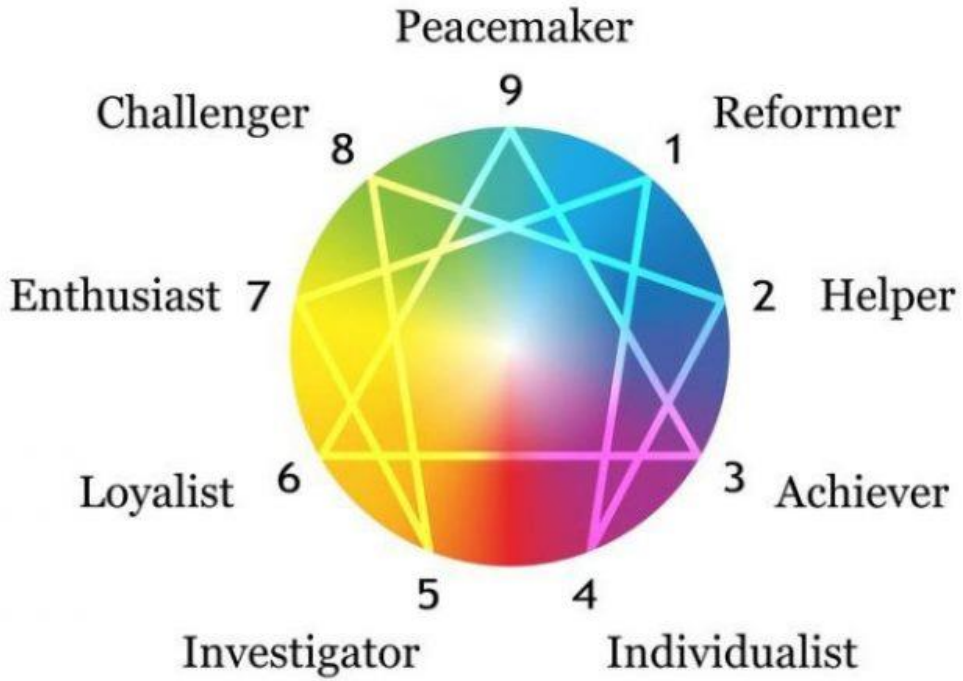
Discussion topics - Tailor Your Approach



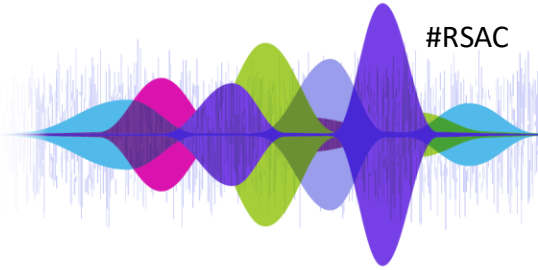
- Which leadership styles have you found most effective in different scenarios?
- How do you adapt your leadership approach when facing new challenges?
- What tools or resources do you use to assess and improve your leadership skills?

Tools to develop engagement framework

- CliftonStrengths
- Kilmann Conflict Type Indicators
- Enneagram
- Myers Briggs Type Indicator
- DiSC
- Others?



Discussion topics for next steps



- Developing personal action plans to integrate adaptive leadership practices within your team
- Develop plan to influence or change organization
  - Based on challenges in your teams
  - Based on challenges with corporate culture
  - Based on challenges in other areas of your life

Implementing ADAPT framework

- Immediately
  - Set your baseline and goals
  - Where are you on each aspect of ADAPT
- By the end of next quarter
  - Start using one of the tools we discussed
  - Start building feedback and metrics
- Long term
  - Have a full toolkit for both transformation and crises

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